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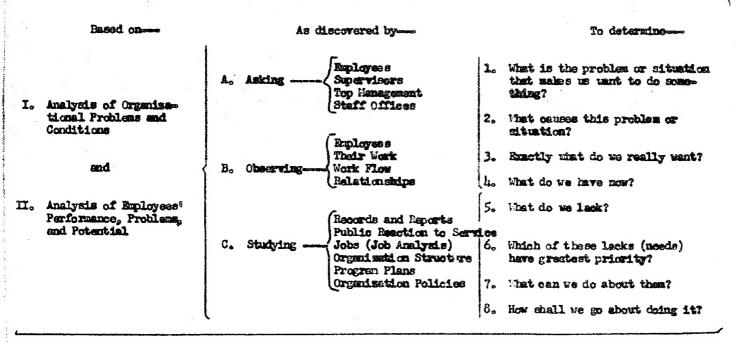
GENERAL GUIDES TO THE LINE IN NEED DESTRUCTION

- . Each organization must identify its own training needs, in relation to its own situation and problems
- Requirements of operating programs should be the major determinant of training needs. Needs of individual amployees must, of course, be considered and met—but within a framework of organizational needs. This requires study of organizational and operating problems—long range and short range—as well as appraisal of performance and potential of individuals.
 - Training need identification is a line responsibility. Line officials must identify and analyze operating situations that need improvement, determine the changes required, and decide what action will best accomplish those changes. Staff officials can and should help on methods and approach.
- Ufficials at every level should participate fully, and employees should usually carticipate. In defining training needs. This is the best way to ensure that action is directed at real problems, and that training is a proper solution to those problems.
- Conclusions about "The Answer" should be checked. Training isn t the best, or even an acceptable, solution to every production and human relations problem. Weigh carefully the probable success, cost, and administrative feasibility of other forms of action before deciding to train.

- A clear statement of what training is expected to accomplish should be prepared. in writing and in advence. It will constitute the objectives of the training effort....
- Available training resources should be pin-pointed on actual, pressing agreed-upon needs. The day of training for the sake of training, or because everybody else is doing it, should be long past.
- Training need determination is necessarily a continuing process. Needsorganizational and personal change constantly, are influenced by many
 things. It is necessary to keep checking, keep analyzing, keep revising
 specific training activities and goals, to keep them related to actual pro-

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TRAINING HEED IDENTIFICATION



A COOPERATIVE EFFORT OF HIPLOYEES, SUPERVISORS, NAMAGEMENT, AND TRAINING STAFF